

JOHN F. COOK
MAYOR

JOYCE WILSON
CITY MANAGER



CITY COUNCIL
ANN MORGAN LILLY, DISTRICT 1
SUSANNAH M. BYRD, DISTRICT 2
J. ALEXANDRO LOZANO, DISTRICT 3
MELINA CASTRO, DISTRICT 4
PRESI ORTEGA, JR., DISTRICT 5
EDDIE HOLGUIN JR., DISTRICT 6
STEVE ORTEGA, DISTRICT 7
BETO O'ROURKE, DISTRICT 8

SPECIAL CITY COUNCIL MEETING MINUTES
10th FLOOR CONFERENCE ROOM
OCTOBER 13, 2005
9:00 A.M.

The City Council met at the above place and date. Meeting was called to order at 9:16 a.m. Mayor John Cook present and presiding and the following Council Members answered roll call: Ann Morgan Lilly, Susie Byrd, Jose Alexandro Lozano, Steve Ortega and Beto O'Rourke. Late arrivals: Melina Castro at 9:37 a.m. and Eddie Holguin, Jr. at 9:30 a.m. Absent: Presi Ortega, Jr.

Representative Holguin left the meeting at 11:05 a.m.

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AGENDA

Council Strategic Planning Session to be conducted by Joe Gonzales of The Management Connection.

1. Discussion on report from Joe Gonzales regarding the responses and information obtained during interviews conducted on August 4 and 5 with officials and staff on issues concerning the transition to Council-Manager form of government, future strategic planning and goal setting.
2. Discussion and action to establish long-term goals for the continued transition to Council-Manager form of government and priorities for the Council over the next four years.
3. The City Council of the City of El Paso may retire into EXECUTIVE SESSION pursuant to Section 3.5A of the El Paso City Charter and the Texas Government Code, Chapter 551, Subchapter D, to discuss any of the following: (The items listed below are matters of the sort routinely discussed in Executive Session, but the City Council of the City of El Paso may move to Executive Session any of the items on this agenda, consistent with the terms of the Open Meetings Act.) The City Council will return to open session to take any final action and may also, at any time during the meeting, bring forward any of the following items for public discussion, as appropriate.

Section 551.071 CONSULTATION WITH ATTORNEY

Section 551.072 DELIBERATION REGARDING REAL PROPERTY

Section 551.073 DELIBERATION REGARDING PROSPECTIVE GIFTS

Section 551.074 PERSONNEL MATTERS

Section 551.076 DELIBERATION REGARDING SECURITY DEVICES

Section 551.087 DELIBERATION REGARDING ECONOMIC DEVELOPMENT NEGOTIATIONS

4. Adjournment.
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Mayor John Cook introduced the meeting as a strategic planning session for policy directives and goals.

Ms. Joyce Wilson, City Manager, thanked the Council for attending.

Mr. Joe Gonzales, The Management Connection, outlined the meeting/planning session:

1. Agreement on the way Council wants to do business: expectations.
2. Eight different areas to establish policy identified by Council.
3. Determine priority goals under each area.

Staff will establish objectives under each of the goals.

Mr. Gonzales provided copies of "Summary of Interviews With City Council", August 2005 and requested feedback.

Representative Steve Ortega expressed that Council sometimes appears to convey an adversarial role with City staff. He would like staff to see Council as a bridge instead of a roadblock.

Representative Lilly agreed.

Mayor Cook expressed that staff needs to be given control to resolve problems as part of the transition to Council/Manager form of government.

Representative O'Rourke express that constituents appear to believe they have to go to City Representatives to get results on issues. He would like to see a Public Relations campaign training the public to go to staff.

Ms. Wilson wants to help build the bridge so staff and Council work as a team.

Mr. Gonzales shared with the Council Members that City staff has expressed a belief that this is now a more cohesive organization as a Council/Manager form of government.

Mayor Cook said that in six years he has served on the Council that this is the best relationship between staff and Council.

Representative O'Rourke would like to see the Civil Service system dissolved to change the model of the system.

Representative Byrd would like to see a way to track outcomes of the implementation of Council policy, goals and objectives.

Mr. Gonzales said the staff is contemplating the implementation of an improved project management system.

Representative Lozano said he would like to see strong emphasis on customer service from staff. Council needs to step in if something does not get done, to get results for constituents. He wants staff to see the City as a business, with customers – at all departmental levels and in all Departments.

Representative Byrd would like to see a customer service commitment as a visual and standards for customer service for each Department, such as standard response times.

Representative Steve Ortega praised the composure of the City Manager and Deputy City Managers.

PART ONE: COUNCIL'S EXPECTATIONS OF CITY MANAGER AND STAFF

Representative Lilly praised Ms. Wilson's creativity in resolving problems, but said at the lower staff levels, she has run into resistance.

Ms. Wilson explained that historically, the staff has not been empowered to make decisions without going through the City Attorney's Office.

Mr. Bill Studer, Deputy City Manager for Financial and Administrative Services, said this is a more rule oriented system than he has ever seen.

Ms. Wilson explained that she and her staff are trying to cut through some of the rules.

Mayor Cook asked to emphasis customer service and some kind of mechanism that will track progress.

Representative Lozano also wants to move away from the Civil Service system, agreeing with Representative O'Rourke.

Mayor Cook cautioned Council Members about the tremors that will be generated throughout the organization regarding discussions of elimination of the Civil Service system. He advised phrasing it as fire turning an antiquated system.

Ms. Wilson stated this is the most proscriptive Civil Service system she has seen, but that Civil Service systems are a standard of government. She advised that this Civil Service system be modified.

Representative O'Rourke suggested looking at best practices in the private sector. He has seen the current Civil Service system as a barrier to the delivery of services to the public.

Mr. Studer stated that it is important to emphasize that doing away with Civil Service does not mean doing away with fair and equitable practices.

Mr. Gonzales summarized that the message to the City Manager is to improve the Civil Service system.

PART TWO: COUNCIL'S EXPECTATIONS OF COUNCIL

Representative Lozano explained that it is important that Council Members be involved in projects so as to be able to respond to their constituents. He wants to be involved in all steps of decision making.

Ms. Wilson explained that communication with Council is incorporated into many phases of the projects. The problem now is that many of the projects were initiated from a previous Council, so this Council is coming in at a later stage in the project.

Representative O'Rourke would like to leverage Information Technology resources to improve information sharing and updating – on a dashboard system instead of piecemeal.

Representative Byrd would like Council to avoid "writing each other off", to allow heated dialog, but not to be disrespectful, rude or resort to name calling. She would like the Council to be more respectful of each other.

Representative Steve Ortega would like to avoid the expectation that Council Members have to ratify the decisions of and defer to the City Representative of the district on issues in a particular district.

Mayor Cook agreed and added that Council needs to stay away from fiefdoms as City Representative Districts.

Representative Steve Ortega would like Representative Lozano and other Representatives to communicate directly with him instead of asking assistants to send messages. He would prefer telephone calls or personal visits to avoid escalating differences.

Representative Lozano explained that it is hard to get to the computer sometimes, so he asks his assistants to convey some messages. He disagreed, somewhat, with point about deferring to the Representative of the district. He believes the City Representative knows best the needs of that district he/she represents.

PART THREE: EXPECTATIONS OF MAYOR TO COUNCIL AND COUNCIL TO MAYOR

Mr. Gonzales asked if the Council Members agreed on the expectations.

Representative Steve Ortega asked that Mayor regarding additional expectations.

Mayor Cook stated he would like each Council Member to have a strategic plan for his/her own District.

Representative Byrd commenting on economic development, believes the process by the Mayor has been set by the Mayor with little involvement by Council and little opportunity at this point for flexibility. She would like to see an opportunity Council to participate in the formulation of and to influence the plan/process. She believes economic development policies have been put into motion by Mayor. Council can only respond to those instead of guiding their direction.

Mayor Cook commented that Representative Byrd felt excluded in the Economic Summit and may have wanted an assignment.

Representative Byrd responded that she did not want an assignment, but wanted to be consulted about her desires/plans regarding economic development.

Representative Lilly commenting on the Manufacturing Committee in economic development, stated she is unclear what will happen once the Committee's goals and objectives are completed.

Mayor Cook explained that the Manufacturing Committee would present their goals and objectives to the Council. He added that he worked with the brightest minds in the community.

Ms. Wilson explained that her staff is being assigned to the Committee as technical help.

Representative Castro stated she would like to have a clearer understanding of what the expectations are of her as the new Representative of District 4, since she assumed the seat just vacated by Mayor Cook.

Mayor Cook offered to provide additional briefings from his staff.

Representative O'Rourke praised the Mayor for his accessibility. He would like to see the Mayor initiating contact with Council Members more – coming to them to include and brief them, instead of waiting for them to come to him. He would like the Mayor to enlist their opinions and input, actively.

Mr. Gonzales summarized that there is a desire among Council Representatives to see the Mayor take the initiative more to include and brief the Council Members. Secondly, that more opportunities be made for Council participation in policy issues at the inception of policy making.

PART FOUR: POLICY AREAS – REGIONAL MODEL FOR GLOBAL COMPETITIVENESS / LOCAL ENTITY COLLABORATION

Mr. Gonzales noted that much has been accomplished in the area of finances. He explained that Council Members decided to focus on two or three major policy areas.

Ms. Wilson explained we can see how many areas are covered and can meet again on any that are not covered.

Representative Byrd asked to use economic development as the first area.

Representative O'Rourke suggested combining economic development with the Regional Model / Global Competitiveness / Local Entity Collaborative.

Mr. Gonzales asked the Council to agree on a definition of policy as to what, specifically should be the policy for economic development.

Mayor Cook suggested the following:

1. Identify clusters of economic development opportunities;
2. Establish incentives to promote economic development;
3. Put projects into each cluster

Representative Byrd would like to see how we, as a public entity, could intersect with the community to promote economic development change.

Mayor Cook wants to give Economic Development staff the focus they need to succeed by identifying project areas for them to concentrate on.

Representative Byrd suggested the following:

1. Increasing wages; and
2. Medical Center

Mayor Cook and Representative Steve Ortega discussed differences between goals and policy.

Representative Castro asked if an economic development policy existed.

Mayor Cook responded the policy is to retain existing businesses and help those businesses to grow and survive.

Mr. Gonzales then asked each Council Member to identify their economic development policy. Responses are as follows:

Representative Byrd:

1. Increasing wages in the region; and
2. Medical Center as a way to establish El Paso as a center for Hispanic healthcare

Representative Lozano:

1. Connect the Caesar Chavez highway with I10/Airway/Hawkins without displacing residents;
2. Include Ciudad Juarez in economic development and tourism; and
3. Connecting Americas Ave. to downtown businesses and residents

Representative Castro:

1. Look at different incentive options for new businesses; and
2. Inform new businesses about the various business opportunities in districts, including District 4

Representative Lilly:

1. Medical Center development created regionally with Mexico;
2. Promote our workforce:
 - a. Quality of workers;
 - b. Bi-lingual;
 - c. Trained in manufacturing;
3. Bring in high paying jobs

Representative Steve Ortega:

1. Diversify the economy;
2. Work with the University of Texas at El Paso to develop specialized niche programs

Representative O'Rourke:

1. Highest level of employment in the United States;
2. Highest level of per capita income in the United States

Representative Holguin, Jr.:

1. Bring in jobs – jobs at all pay levels, put the workforce to work;
2. Bring in a destination attraction venue – such as an amusement park to bring in people from Mexico, also

Mayor Cook addressed six areas as follows:

1. Manufacturing – attract an automotive manufacturing plan utilizing PSB land in the Northeast which has been set aside for this purpose;
Defense and Medical Field Opportunities – Explore our relationship to Ciudad Juarez and its maquiladora industry;
2. Military/Defense – Concentrate on attracting defense contractors utilizing Ft. Bliss, White Sands and Holloman as a huge draw;
3. Medical Center – Four year medical school, Children's Hospital, pharmaceutical companies doing Research and Development.
4. Tourism – to select one major venue
5. Transportation – decide if we need to go with a regional mobility authority; and
6. Next generation technology – work with the University of Texas of El Paso to turn out students for next generation technology

Representative O'Rourke suggested Council Members "think big", establishing El Paso as the most employed City at the highest per capita income. He would like to establish a simple goal.

Representative Byrd concurred with Representative O'Rourke.

Ms. Wilson suggested the following Policy perspectives:

1. Increase the number of jobs;
2. Improve the living wage;
3. Expand Capital Investment; and
4. Devote resources and incentives to certain core economic development areas

Representative Byrd stated she would like to see measurable performance expectations established for economic development services.

Representative Lozano asked Ms. Wilson how jobs and wages would be increased.

Ms. Wilson responded we need to look at viable economic clusters as the key and we need to put in place staff and professional resources focusing on creating jobs and higher wages in those areas.

Representative Byrd asked if it would be better to focus on one goal or multiple goals.

Ms. Wilson provided the following response:

1. Layout goals:
2. Identify cluster areas;
3. Identify incentives
4. Employ Project Managers for each project, i.e., downtown revitalization
5. New policies and rules to facilitate success; and
6. Write RFPs to get positive results;

Ms. Wilson mentioned that the City currently has limited in-house staff resources – five employees in the Economic Development Department. She added that if REDCO is going to be the face for the community, then the City should not be doing the same thing.

Representative Steve Ortega stated that the City needs consistent and constant interaction with Mexico just as they do in McAllen, Texas – someone is there everyday.

Representative Lilly mentioned that REDCO has not been as open and inviting to her as Paso Del Norte has.

Mayor Cook stated he has asked REDCO to give a monthly briefing to Council in Executive Session.

Ms. Wilson added any contract the City engages in with REDCO will have measurable objectives and reporting requirements.

Representative O'Rourke asked Council to adopt his highest employee and living wage in the United States goal - "To have the highest employment and living per capita income wages in the United States".

Representative Lozano stated that the City is not doing enough regarding tourism incentives. He added that the Council needed to tell how the City will increase the number of jobs and wages.

PART FOUR: POLICY AREAS – COMMUNITY DEVELOPMENT (PLANNING/CODES/ZONING/RE-DEVELOPMENT)

Representative Steve Ortega suggested merging the adoption of policies that promote sustainable quality development and re-development of our neighborhoods and the adoption of an incentive policy to rehabilitate older homes and commercial buildings.

Mr. Gonzales asked the Council to determine the compass of Community Development

Representative Byrd responded that there is an expectation that the City have safe and vibrant neighborhoods. She added that there is a perception that the City puts up with low development standards that are complacent in allowing whole communities to deteriorate.

Representative O'Rourke mentioned the low proportion of park land in neighborhoods.

Representative Lilly stated that more interaction with neighborhoods is needed and better information to Council Members about the whole park system.

Representative Steve Ortega stated his concerns regarding lack of neighborhood parks and he would like to set the bar high and promote green space. He added if impact fees are required, then so be it.

Mayor Cook suggested the following goal: That El Paso become the most livable City in the United States, recognized as an International City.

Ms. Wilson echoed the Mayor's comments.

COMPREHENSIVE PLAN

- ✓ Update the Comprehensive Plan, using smart growth principles and new urban principles.

Mayor Cook requested that the City require developers to landscape any median or double-fronted property.

Ms. Wilson suggested that the City establish redevelopment standards for the older neighborhoods, a separate set of standards and codes.

Representative Lozano would like the Texas Department of Transportation (TXDOT) to consider neighborhood quality of life, not just expediting traffic. He would like to see more neighborhood involvement in transportation issues.

Representative Lilly expressed problems with the railroads and weeds/litter near railroads on Doniphan Drive. She stated she could not establish an effective contact with the railroads to address problems.

Ms. Wilson responded that her staff will publicize the TXDOT projects so as to ensure with more outreach to neighborhoods.

TRANSPORTATION

Representative Byrd suggested developing an attractive public transportation system with wide appeal.

Representative Lozano requested additional rail systems.

Representative Steve Ortega suggested using light rail transportation as an economic development tool that will establish El Paso as an economic trade corridor.

Mayor Cook commented on public transportation and traffic mitigation issues and how El Paso competes with other regions.

Representative Byrd stated that transportation issues need to be considered along with neighborhood, quality of life and economic development issues.

Representative O'Rourke suggested the following goal "for El Paso to become the least car dependent City in the Southwest". He strongly seconded Representative Byrd's public transportation focus.

Ms. Patricia Adata, Deputy City Manager, Infrastructure and Development, explained smart growth strategies and traffic flow are often competing concepts. She would like the Council to clarify the goal for City staff.

Representative Steve Ortega spoke of the Kern area as the model green space, walkable area, commercial options close by. He would also like to see mixed income housing in the model.

Representative Castro requested the Council determine a goal for public transportation.

Representative Byrd suggested looking at rail.

Representative O'Rourke suggested looking into including the airport.

Representative Steve Ortega suggested Council adopt the "Regional Mobility Authority" as was discussed at a previous Transportation Legislative Review Committee meeting. He suggested the following goal language: "for El Paso to become a premier International Commerce Park and Port of Entry".

Mayor Cook suggested the following goals: "for El Paso to become a premier, "just in time" International Commerce Park and Port of Entry"; and "to mitigate traffic congestion".

Representative Steve Ortega suggested promoting routes transportation and trade vis-à-vis economic development.

CITIZEN INVOLVEMENT

Representative Byrd would like more citizens to get involved in planning and creative brainstorming. She is also concerned about involving people who are disengaged from government.

Representative O'Rourke noted that there are highly organized areas of the City that are more effective at negotiating and navigating the system and there are more poorly organized areas that are difficult to interact with effectively. He suggested the following goal language: "to promote an effective Neighborhood Association in every neighborhood". He asked Ms. Adata how the City defines a neighborhood. Ms. Adata responded that the City does not define neighborhoods. They define themselves.

Mayor Cook noted that people rally around an issue, not necessarily a neighborhood, per se.

Mr. Charlie Wakeem, President, Coronado Neighborhood Association, explained that a hot button issue is the most effective way to organize a neighborhood association. He added the average citizen is apathetic which requires hard work from the neighborhood association leaders to bring participates/members in. He advised Council to work closely with new neighborhood associations.

Ms. Wilson noted that in Arlington, VA., neighborhood associations were very highly organized and \$3 to \$5 million was set aside to allocate to little neighborhood projects. This empowered and excited the neighborhood associations to participate and band together to speak as one voice through a neighborhood council.

Ms. Adauto explained that the City did include some money in the bond issue to stimulate this kind of involvement.

Representative Byrd noted that higher income areas tend to have more organized neighborhood associations and she would like to see ways to promote more activity in lower income areas.

Ms. Wilson commented on the need to overcome distrust of disenfranchised citizens through outreach, education, appointments to board/commissions, etc.

Representative Castro suggested studying the demographics of each District and identifying language barriers so that information can be distributed in translated versions.

Representative O'Rourke would like to see more public information releases to the neighborhoods in plain language that people can understand.

Representative Byrd suggested the following goal: "Bi-lingual government".

Ms. Wilson explained there is an emphasis on bi-lingual customer service for reception and public service areas.

Representative Lilly would like to see more neighborhood people appointed to the City Plan Commission. She noted there is a perception that the Commission is dominated¹ by the developers.

Mr. Wakeem objected to the open records request requirement for plans presented to the City Plan Commission.

Representative O'Rourke would like to see a customer service survey sent to every tenth person who comes in to conduct business.

Representative Lilly appreciated the goals and participation of her fellow Council Members.

Representative Steve Ortega stated he was pleased with the goals, but wants to be able to evaluate if there are any results.

Representative O'Rourke concurred with Representative Steve Ortega and added he would like the two absent Council Members to give their input. Additionally, he wants measurable objectives and accountability. He noted the citizen involvement measures seem shaky.

SERVICES/INFRASTRUCTURE/OPERATIONS

Representative Lozano would like to look into Services/Infrastructure/Operations of the Policy Areas.

Mayor Cook asked that the topic be considered at another time.

Representative Byrd suggested the following goal: "to be a high performance organization that is customer focused and responsive to customer needs".

Representative Lozano wants to make this City a lovable City and suggested merging with the County of El Paso.

Mayor Cook explained that Community Scholars did a very detailed briefing on the City-County consolidation.

Representative O'Rourke commented when we have a shared interest, we can invite the County Commissioners to attend with us. He asked if CIP projects were in line with the new goals.

Ms. Wilson responded that the next CIP projects will be framed by these goals.

Suggestions were made by several Council Members to collaborate with the County of El Paso, local School Districts, MPO, UTEP, TXDOT, etc.

Representative Castro stated this meeting is a good place to start for developing an economic development policy and addressing quality of life issues.

Representative Byrd stated the meeting was helpful to set high standards and get away from El Paso viewing itself as second place/second class.

Ms. Wilson appreciated Council's participation. She would like to know how often these meetings should take place.

Ms. Adaauto stated this is a great planning opportunity. In her 30 years in City government this is the first opportunity she has witnessed for the Council to plan together.

Mr. Studer noted staff has been looking for vision.

Mr. Charlie McNabb, City Attorney, welcomed this planning process with the Council.

Mayor Cook praised the inclusion of elected officials with the strategic planning process during the first 100 days in office for the new administration. He would like to see these planning sessions at least twice a year and have staff come back in 90 days with specific recommendations.

Mr. McNabb noted the October 4, 2005 agenda item regarding adopting a Customer Service Mission Statement had been postponed to this strategic planning meeting.

Representative Lozano would like to see the Customer Service Mission Statement on posters for everyone to see among City staff.

Mayor Cook stated no action would be taken at this time regarding the Customer Service Mission Statement.

Mr. Gonzales explained the questions he gets from across the State of Texas regarding the great interest in El Paso's transition to Mayor and Council form of government.

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Motion made by Representative Castro, seconded by Representative Lilly and unanimously carried to **ADJOURN** this meeting at 12:53 p.m.

Representatives Presi Ortega, Jr. and Holguin, Jr. were not present for the vote.
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APPROVED AS TO CONTENT:

Richarda Duffy Momsen, City Clerk